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## Upcoming Conferences:

- \* Wisconsin Association of School District Administrators
- \* Wisconsin Professional Police Association
- \* Wisconsin State Fire Chiefs' Association

## TRAINING: MAKE THE MOST OF YOUR TIME



Most employers know that the greatest assets of an organization are its employees. Employees are the core of the operation and as the core must be kept strong and have the ability to effectively support the rest of the organization's operations. This requires employers to keep employees current and knowledgeable in all areas that can directly or indirectly boost the productivity of its products or services.

Many employers have no difficulty finding training opportunities. The problem lies in finding the training that will best fit the employee and the tasks at hand. The challenge then becomes coordinating who will need what training and when.

To get the most out of training opportunities employers must first develop organizational goals and objectives. The process of assigning employees to the best fit training should be driven by the goals of the organization. Without them, training often lacks focus and direction.

In addition to developing goals and objectives it is important to determine the needs of your employees in a positive and inquisitive manner. This can be done by conducting a needs assessment. A needs assessment can be time consuming but it is well worth it. There are three critical steps required to identify needs:

- List the objectives of each person's job in the organization.
- List the major task and activities required to complete these objectives.
- List the skills and knowledge required to accomplish each task and activity.

Once you gather this information you will know what skills your employees need to meet organizational goals and what training to provide. It is important to understand the adult learning process, keeping in mind that adults:

- Need Respect.
- Need acceptance from their peers.
- Don't like to be told what to do.
- Are practical.
- Have accumulated a lifetime of knowledge.
- Have multiple responsibilities in addition to their job related tasks and duties.

Keeping these needs in mind when designing and assigning training will increase the probability of success. For each desired training, you will need to decide whether to use you own training or to acquire training from an outside source. You will want to consider the time available, the knowledge of your training staff, the credibility of training staff, and the culture of your organization and

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then choosing the resource that best suits your needs.

It is important to remember that the trainer must be an expert facilitator and have the ability to work in a variety of environments and communicate with many personality types. Whenever possible training should provide both knowledge and be entertaining; people retain more if they can remember funny or interesting statements, facts, or statistics.

Last but not least, trainers and supervisory staff must communicate about the expected results of the training and the time and investment needed to acquire the desired results.

## PROFESSIONAL HUMAN RESOURCES TRAINING

HR personnel are often the most visible in your organization. Employee candidates and current employees alike depend on HR to accurately convey the company position in regard to new opportunities, benefits, policies, and procedures.

For this reason, Wisconsin Personnel Partners offers training in several fundamental areas.

**Affirmative Action.** Training that outlines your exact Affirmative Action responsibilities as an employer. It also highlights more recent issues and outcomes surrounding sexual harassment and discrimination.

**Interviewing.** Pinpoints tactics for conducting an effective interview. Helps attendees identify not only what questions to ask, but how to effectively phrase them.

**Recruitment Strategies.** Step-by step exploration of the hiring process designed to maximize results. Includes unique recommendations of how to find the most qualified applicants for individual positions.

**Management/Supervisory.** Proper motivation can be everything. Explores proven successful supervisory and communication concepts effective in a variety of settings—implementing different leadership methods and techniques.

Watch your mailbox for more information about our training opportunities. If you would like more information on training please contact a Wisconsin Personnel Partners representative at (608) 266-1088.

## Practice Effect

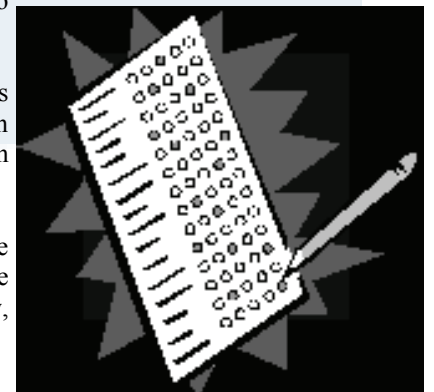
Many have asked why Wisconsin Personnel Partners has the policy of not allowing applicants to retest within a six month period. The reason for this policy has to do with what is called the practice effect. Practice effect refers to gains in scores on cognitive or knowledge-based exams that occur when a person is retested on the same instrument, or tested more than once on very similar ones.

These gains are due to the experience of having taken the examination or a similar exam previously. They occur even without the examinee being given specific or general feedback on exam items. These gains do not reflect growth or other improvement on the skills being assessed. Practice effects relate to the exam's psychometric properties and should be understood well by the exam user as an aspect of the exam's reliability.

Retesting occurs fairly commonly in real circumstances for reasons such as mandatory school reevaluations, research investigations, unwitting duplication by different professionals who are evaluating the same individual, and so forth.

Practice effect studies have shown up to an 11 point increase in IQ tests when retesting occurs within one week, to 8 points after a 4 month interval. Because of the possibility of such gains in scores, Wisconsin Personnel Partners tracks your applicants to make sure we do not cause an artificial inflation of their scores.

In order for us to accurately track your applicants we need the applicants first and last name along with a social security number at least two weeks prior to testing at your location and three weeks notice prior to using our exam centers. For more information regarding our re-test policy, please contact a Wisconsin Personnel Partners representative at (608) 266-1088.



## Preparing for the Future with Workforce Planning

A hot topic in government HR these days is Workforce Planning. "As the problems facing society and government become continually more complex, and risks associated with solving them grow, the importance of attracting and retaining employees with necessary skills and commitment increases," from the Washington State Department of Personnel website. In the previous newsletter, the changing demographics and the possibility of labor shortages were highlighted. To address these issues more and more government agencies are proactively turning to workforce planning as a solution.

Workforce planning is having a well designed plan to ensure that your organization meets its strategic plan by having the necessary workforce. It's about linking the bridge between operations and human resources and making sure everyone is on the same page. Workforce planning naturally complements strategic planning and takes it a step further. Organizations use planning to map where they are, where they are going, and how

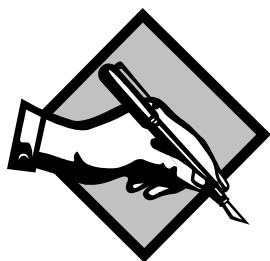
they plan to get there. A workforce plan lays out the specific tasks and actions needed to ensure an organization has the resources to accomplish its mission.

When you look around your organization and wonder what the future will bring you may be asking yourself these questions. What types of jobs will be needed? How to develop the current employees? How to retain the skills and knowledge in place? How will retirements, reductions in workforce and hiring freezes affect how the work will get done?

Will a workforce plan help you answer all the questions above? The answer is yes. It can be difficult predicting what the future will bring for your organization, but planning ahead and looking at current information can help you face the future with less anxiety.

Stay tuned: How to start your Workforce plan in next quarter's newsletter.

## Position Descriptions: It All Begins Here



The cornerstone to any employment decision begins with position descriptions. Comprehensive position descriptions are used in selection, training, performance appraisal and compensation. The position description is a necessary management tool for assignment of duties, orientation of new employees, and classification of the position.

Position descriptions are written statements that describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job. Position descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work.

While many find creating position descriptions a daunting task, Wisconsin Personnel Partners can assist in gathering the pertinent information and creating working position descriptions.

### Why Use Position Descriptions

- Position descriptions give organizations an opportunity to clearly communicate organizational direction and where the employee fits inside the big picture.

Whether you're small or a large, multi-site organization, well-written position descriptions will help you align employee direction. Alignment of the people you employ with your goals, vision, and mission spells success for your organization.

- Position descriptions set clear expectations of what you expect from people.

The position description is the first place to look if people aren't doing what you want them to do. You need to make certain that they clearly understand your expectations. This understanding starts with the position description.

- Position descriptions can help you cover all your legal bases.

As an example, for compliance with the Americans with Disabilities Act (ADA), you'll want to make certain the description of the physical requirements of the job is accurate.

- Whether you're recruiting new employees or posting jobs for internal applicants, position descriptions tell the candidate exactly what you want in your selected person.

Clear position descriptions can help you select your preferred candidates and address the issues and questions of those people who were not selected.

There are a number of circumstances where it would be appropriate to update or revise existing position descriptions. Adding or removing tasks from an incumbent position is one ideal time to revise the PD. Another time to revise or evaluate a PD is when filling a vacant position or a reorganization of work groups may involve changes in duties to positions and/or changes in reporting relationships.

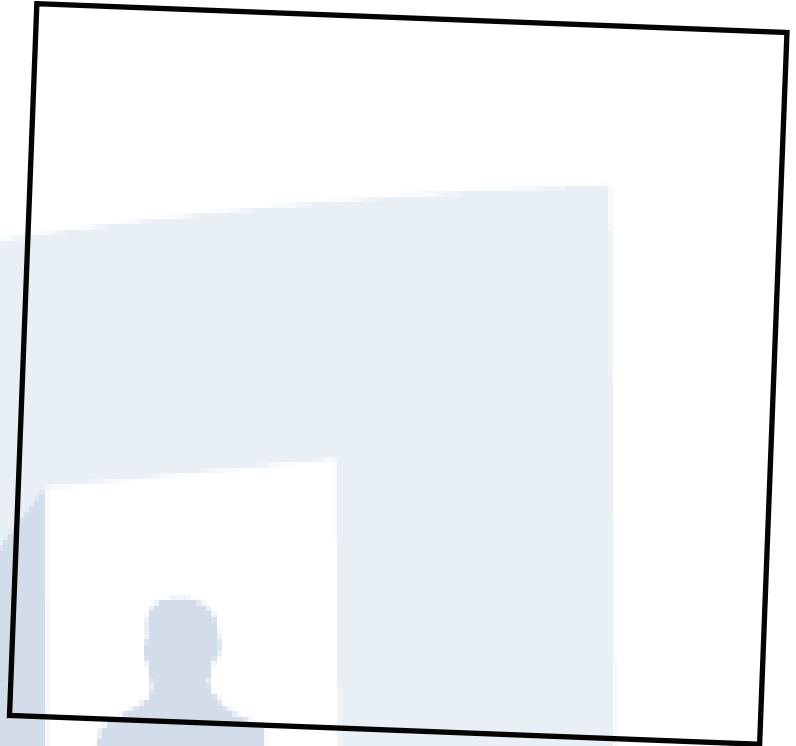
Whether you have existing position descriptions that need modification or you are in need of creating new position descriptions, Wisconsin Personnel Partners can help. If you would like more information regarding position descriptions please contact an HR Consultant at (608) 266-1088.



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We're on the web:  
<http://wpp.wi.gov>



## Targeting the ideal audience? Try using WiscJobs!

WiscJobs is the state's primary method of announcing job vacancies. Thousands of job seekers review announcements at <http://wiscjobs.state.wi.us>. You can find the link on our website <http://wpp.wi.gov>.

Unlike many other conventional advertisements, you are not charged per line or letter. Provide as much pertinent job information as you would like.

Clients who place their announcement on the website will automatically have their announcement printed in one issue of the Current Opportunities Bulletin (COB). The COB is printed every Monday and is distributed to Job Service offices, state office buildings, many city and county personnel offices, most public libraries, university and technical college offices, community based organizations and home subscribers.

Your announcement will be posted on the website until your application deadline or for a maximum of three months.

**OVER 25% OFF ON YOUR NEXT  
WISCJOBS**

**JOB ANNOUNCEMENT**

Save \$35 off your next announcement from now until June 30, 2005. Regular price: \$135.00 per announcement.

To submit job announcement, email announcement to [wpp@oser.state.wi.us](mailto:wpp@oser.state.wi.us) or fax copy of announcement to (608) 267-1000. Questions, please call (608) 266-1088. In order to get this discount you must refer to this coupon number when placing order: 95162

